

## MEMORANDUM

## NATIONAL SECURITY COUNCIL

INFORMATION

September 18, 1970

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## MEMORANDUM FOR DR. KISSINGER

FROM: K. Wayne Smith

SUBJECT: Your Appearance Before the Defense Management Group

Your concern that you might be grilled on the details of the DOD budget and force posture at your meeting with the Defense Management Group on Saturday appear to be ill-founded.

The Group's Purpose

The Defense Management Group is not what it would appear to be: a serious-minded conclave of DOD's top management people. According to past attendees and Mr. Laird's and Mr. Packard's staffs, the group's primary purpose is social. The general ground rules on its meetings are:

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INSTRUCTIONS APPLY

- DOD officials are expected to bring their wives.
- No classified information is discussed in the open meetings.

In short, the group was set up to allow top DOD officials to meet together socially with people from DOD and other organizations. If this understanding of the group is correct, you will not be expected to address issues of substance at the meeting.

On the other hand, there is always the chance that your meeting with the Defense group could prove an exception to its usual operations. Under these circumstances, you might be asked to discuss substantive problems with DOD's top people in one of the closed meetings (wives excluded) that are held intermittently during these conferences.

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While I do not expect you will face the latter I have, nevertheless, prepared two sets of talking points for your use:

-- One set is a very lightweight discussion of the principal directions of the President's foreign policy. This would be suitable for delivery to a mixed group or a social occasion, but you can doubtless do better on your own. (Tab A)

-- The other set focuses on the DOD budget and NSDM 84. This would be suitable for use in a candid discussion of DOD budgetary and force planning with a handful of its top people. It may be too long and frank for you to use verbatim, but it covers all the important issues. (Tab B)

In sum, I doubt that you will be put through the wringer by DOD, though your meeting with the Defense group provides an opportunity for them. I am told they expect to see the "Kissinger personality" and to be more entertained than informed. However, if you feel more preparatory work is needed, I will start it immediately.

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